

Procurement Modernization Commission

Workforce Workgroup Minutes

Thursday, August 25, 2016

10 AM - 12 PM

A. Participants:

David Brinkley – Secretary, Department of Budget & Management
John Molnar – Integrity Consulting
Gabriel Gnull – Board of Public Works
Doug Carrey-Beaver – Office of Attorney General, DOIT
Suzette Moore – Assistant Secretary, Department of General Services
Marc Nicole – Deputy Secretary, Department of Budget and Management
Kevin Igoe – Department of Budget & Management
Sheila McDonald – Executive Secretary, BPW
Jamie Tomaszewski – Chief of Procurement, DBM
Rachel Cruse – Procurement Analyst, DBM
Sheryl Brissette Chapman – The National Center for Children and Families
David Lasher – Department of Health and Mental Hygiene, DOIT
Herb Jordan – Governor’s Office of Minority Affairs
Lorenzo Bellamy – Alexander & Cleaver, Blind Industries and Services of Maryland
Eileen Straughan – Straughan Environmental, LLC
Monica Best-James – Blind Industries and Services of Maryland

B. Minutes:

The meeting commenced at 10 AM with introductions and updates on assigned action items from the 8/11/2016 Workgroup meeting and discussed other items as follows:

- a. Salary and compensation: Discuss revised draft recommendation and comments about added incentive/retention through paid certification training. Prepare final recommendation for a vote by the group.**

DBM presented an updated draft of the salary and classifications recommendation that would standardize procurement classifications across all State agencies. Workgroup members discussed the feedback received regarding whether training was required beyond the use of the manual. The efficacy of only offering to reimburse for training and coursework was discussed and training and coursework with no cost to the State employees was considered because reimbursement could discourage State employees from participating.

It was determined that there are two types of training being discussed and some will be free for on-the-job new hire training while other types will be eligible for reimbursement after the employee has been with the State for the probationary period

or longer because it's important for the State to obtain rewards commensurate with the risks involved in investing finite State resources in our human capital assets.

The Workgroup also discussed the timeframe for a new employee's probationary period being an appropriate amount of time to focus on State specific procurement training and acknowledged that this training should be completed before seeking certification and noted that certification generally requires a couple of years of procurement experience. However, it was also determined that an exception should be available with a Cabinet/Agency Secretary's approval and that contract managers should also have access to the training, coursework, and professional certification options as these adjustments are necessary to encourage professionalism.

Additionally, the Workgroup agreed that the best and brightest human capital assets welcome training. The Workgroup considered whether certain potential issues including union contracts, reimbursement agreements not being fulfilled, and deductions from payroll should be researched and included in the recommendations.

The Workgroup agreed that participation in the coursework must be voluntary and that non-compete agreements are not necessary. Limits for the amount of reimbursement for coursework and limits for time off taken for coursework were considered. It was suggested that a grade of "B" or better should be required in order to receive reimbursement.

Details of the agreement were considered including whether repayment could be deducted from a State employee's paycheck. Workgroup members recommended that we reach out to various community colleges, colleges, law schools, and professional schools and develop relationships with their career offices and take part in job fairs in order to recruit qualified candidates. It was suggested that the complexity of certain jobs within Maryland procurement indicate that a graduate degree should be required with exceptions available from a cabinet secretary for qualified applicants.

It was determined that DBM's Cindy Kollner would be consulted regarding the human resources implications of the intended reclassification and training initiatives so that the process can be clearly understood.

- b. Website: Discuss draft recommendation regarding eMM webpages as it relates to providing businesses with self-directed training modules on bidding for State contracts. Prepare final recommendation for a vote by the group.**

The Workgroup discussed the importance of explaining DBM and DoIT's work on this in a way that's accessible and includes a visual component to the presentation. A concern was raised regarding whether the needs of non-profits are being considered when making the changes to eMM. The Workgroup discussed whether an information architect would add value to eMM improvements. It was emphasized that changes to eMM should be accomplished in stages with rolling updates so that

the system does is not taken offline for any significant period of time. All changes to the system must be made in an agile context.

It was strongly suggested that an information architect be included in the changes to eMM with a handoff to DoIT at the end of a three to six month contract. An alternative suggestion was to inform DoIT of the need for this service and allow DoIT to govern how that should be implemented in practice. The Workgroup also considered looking at what the top five states are doing in this regard and benchmarking those best practices if possible.

A question was asked regarding whether it was the State's intention to compile all State procurement information on one page rather than a collection of relevant links to other websites. Then there was a discussion about the potential for centralization of State procurement on the whole.

It was determined that it should be possible to have a centralized website for State procurement that can act as a repository for all contracts across the State regardless of whether or not all of the State's procurement functions are eventually centralized. It was suggested that DoIT have a team dedicated to updating and maintaining this website in order to cut down on the amount of time it would otherwise take for individual agencies to get changes made.

c. Procurement Manual and Best Practices: Finalize draft recommendation. Additional content requested from Sheila McDonald, Eileen Straughan, and David Lasher.

Updates were made to the draft recommendation with updates to section four shown in red text. It was asked whether the manual would be translated into other languages besides English and after discussion it was determined that first the manual must be published electronically in English as its primary purpose is for internal use by State employees, but acknowledged that there may be software applications for use by end users that are capable of translating an electronic version into other languages.

The section 4 updates were moved to section 5.

d. Procurement Training curriculum: Discuss draft recommendation and provide feedback. Prepare final recommendation for a vote by the group.

The Workgroup discussed the necessity of completing the manual before finalizing plans for training. The need for full time training staff was acknowledged and then a discussion ensued about where those staff persons should be located. It was asserted that a portion of the training could be made available via online modules, webinars, or videoconferencing so that State employees would not have to travel excessively.

It was emphasized that the benefits of in-person training in group settings are irreplaceable and that a full-time centralized training staff of three persons would be

sufficient to handle all State specific procurement training for the hundreds of State procurement personnel as well as all work related to the manual.

It was noted that if the State centralizes procurement, then the trainers should be at that location, but if State procurement isn't centralized, then the trainers should be located at the BPW and this will depend on the recommendation of the Workgroup. It was suggested that the manual should be standardized across the agencies and training staff should be centralized.

- e. **(Tabled from 6/1/2016 meeting) Gap analysis: Follow up with Governing magazine contacts to determine factors affecting Maryland's procurement ranking in the *Governing* magazine article "Purchase Power" by Liz Farmer (Merril Oliver).**

This issue was deferred because Merrill Oliver could not attend today's meeting.

- f. **Recommend to the Lieutenant Governor the need for a professionally facilitated meeting to review all workgroup recommendations.**

This was discussed at the 3 PM full Commission meeting.

C. Next Meeting

- a. Wednesday, September 14, 2016, 10 a.m.
- b. DBM, 45 Calvert Street, Room 158, Annapolis, MD 21401